



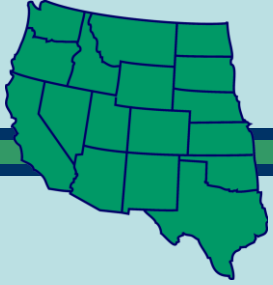
Transition through Collaboration: Internal and External Partnering to Build a Regional Rangeland Ecology and Management Web Resource

USAIN 11th Biennial Conference

April 30, 2008

Wooster, Ohio

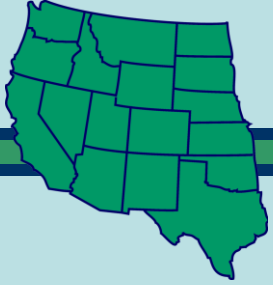
**By Jeanne Pfander and Barbara Hutchinson
University of Arizona**



Presentation Outline

- 1) Introduction to collaboration (description)
- 2) AgNIC
- 3) Arizona Rangelands
- 4) Rangelands West
- 5) Rangelands West survey results
- 6) Lessons learned/Conclusions



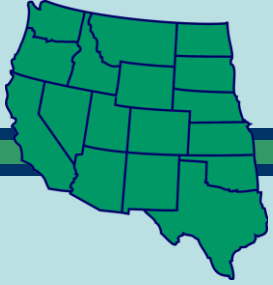


Collaboration



- Definition : “to work together...to cooperate.”
(American Heritage Dictionary of the English Language 2008)
- Synonyms: teamwork, partnership, alliance, relationship, etc.
- A process...





A Continuum

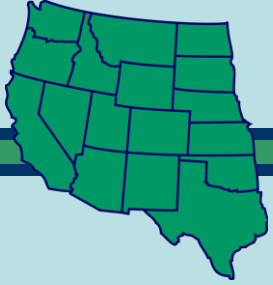


- Philanthropic” to “transactional” to “integrative”

(Austin, J.E. 2000. The Collaboration Challenge...)

- Varying levels of
 - “collaboration mind-set,”
 - strategic alignment,
 - collaboration value, and
 - relationship management



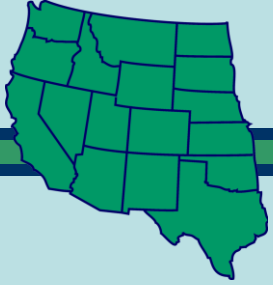


Philanthropic



- Mind-set: gratefulness but also separateness
- Alignment: minimal
- Collaboration value: unequal exchange of resources
- Relationship management: Grants given with limited interaction; Minimum performance expectations



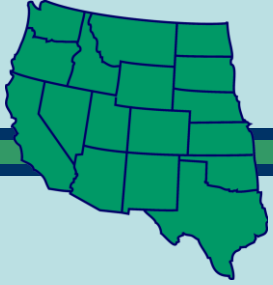


Transactional



- Mind-set: increased understanding and trust
- Alignment: shared vision
- Collaboration value: exchange of resources
- Relationship management: emerging organizational infrastructure increases communication and personal connections



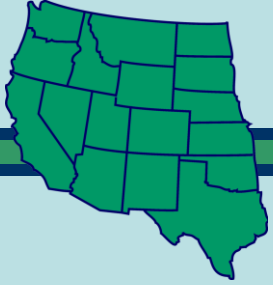


Integrative



- Mind-set: “We” instead of “I”
- Alignment: strategic tool for operation
- Collaboration value: exchange of ideas
- Relationship management: deep personal relationships exist across organization



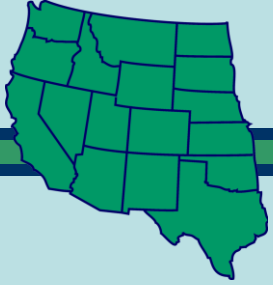


Cooperation, Coordination, Collaboration

(De Farber, B. 2006. Collaboration Basics.)

- Increasing levels of risk and formality and depth or pervasiveness of relationships
- True collaboration:
 - full commitment to a common mission
 - organizational structure is in place
 - comprehensive planning defines roles and procedures
 - Participating organizations essentially change the way they do business



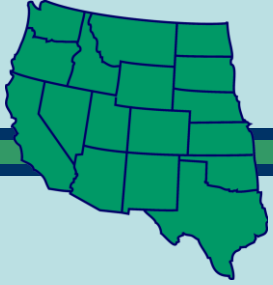


Partnership Purpose & Strategic Fit

(Austin. The Collaboration Challenge)

1. What are you trying to accomplish through the collaboration?
2. Where does your mission overlap with potential partner's mission?
3. Do you and your potential partner share an interest in a common group of people?
4. Do your needs match up with your partner's capabilities, and vice versa?
5. Would the collaboration contribute significantly to your overall strategy?
6. Are your values compatible with your prospective partner's?

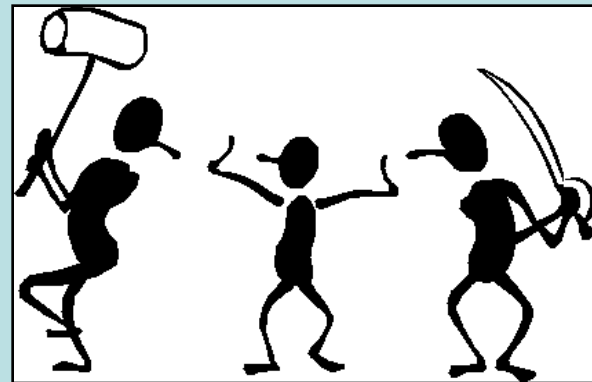


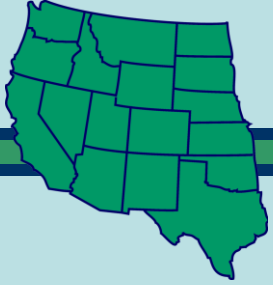


Pitfalls

(De Farber and Austin)

- Turf concerns
- Differing resource bases or lack of resources in general
- Changes in leadership
- Lack of sufficient, consistent, and/or quality communication
- Lack of accountability

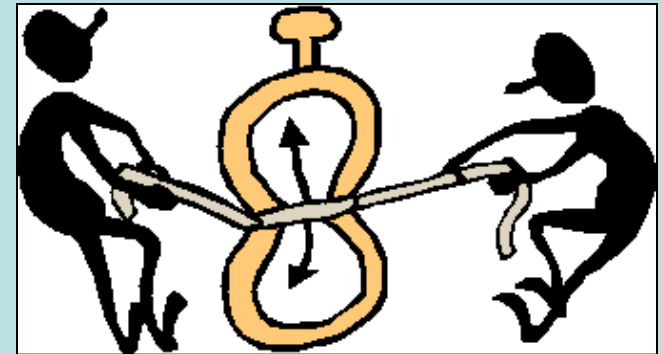


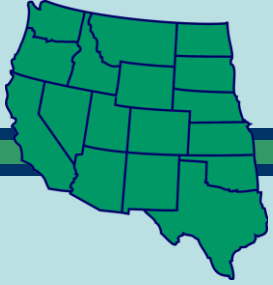


Why Try?

(Linden, R.M. 2002. Working Across Boundaries)

- Budget constraints
- “Service first” interest or philosophy
- Complexity of the challenges facing our institutions
- Blurring of boundaries
- Demand from constituencies for accountability, agility, and responsiveness
- Advances in information technologies





Benefits

(Linden. Working Across Boundaries)

- Better use of scarce resources (cost savings)
- Potential for organizational and individual learning and growth
- Ability to create or achieve something you wouldn't be able to do on your own
- Higher quality, more integrated product or service for the end user

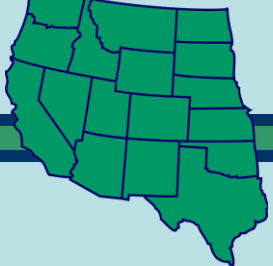




AgNIC facilitates and participates in partnerships and cooperation among institutions and organizations world-wide that are committed to the identification, delivery and preservation of reliable, freely-available, evaluated, digital content and quality services for agriculture, food, and natural resources information.

(revised mission statement - 2008)



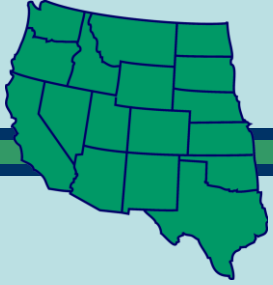


Arizona Rangelands

an AgNIC Initiative

- 1995: GSA funding to ASU for five projects including an AgNIC prototype
 - NAL Cooperative Agreement funding to UA
 - Reference pilot project
 - Directory of ag-related resources
 - Digitizing *Journal of Range Management* archives
- 1996: Arizona Rangelands web site goes live



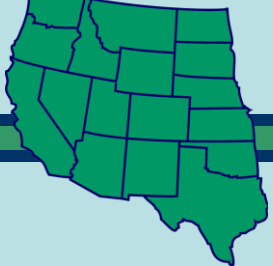


Early Interdisciplinary Collaboration

an AgNIC Initiative

- Librarians as the primary organizers
- Rangeland scientists & extension personnel contributing authoritative content and a user focus
- Internet technicians providing the technical foundation for the system

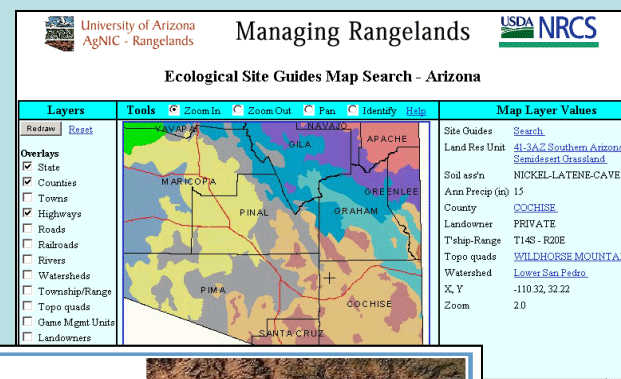




External Collaborations

an AgNIC Initiative

- Arizona Common Ground Roundtable
 - Toolkit for Profitable Conservation Ranching
- Arizona Office of the Natural Resources Conservation Service (NRCS)
 - Ecological Site Guides
- Arizona Remote Sensing Center (ARSC)
 - Geospatial Applications for Rangeland Management



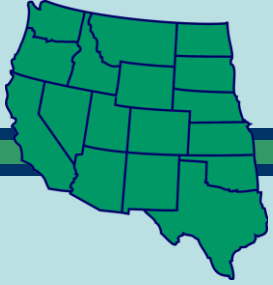
Geospatial Applications for Rangeland Management

What are Geospatial Applications?
Geospatial technology takes several forms: remote sensing, geographic information systems (GIS), the global positioning system (GPS), geographically referenced land process models, and 3D landscape visualization. Although each technology has a different end use, all involve information collected by satellites and sent back to earth. ([more >>](#))

Satellites collect data that is not readily evident from the ground and that allow land owners and managers to "see" their land from a new perspective. Many tools exist to convert raw satellite data into maps, animations, and graphs that are easy to understand and use. A growing number of these tools can be accessed through the Internet.

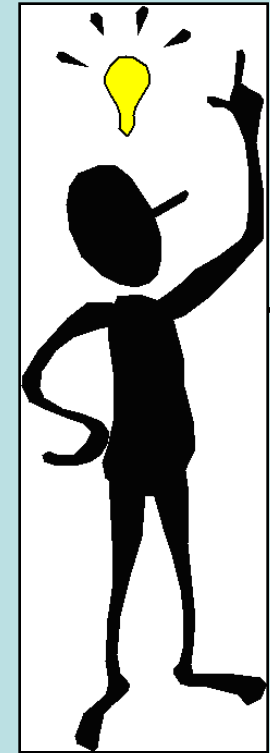
Understanding Geospatial Tools
Remote sensing is an excellent tool for rangeland managers. The term "remote sensing" is usually used to describe the technique of looking at the earth from afar, either from airplanes and other low-flying objects, or from satellites. ([more >>](#))

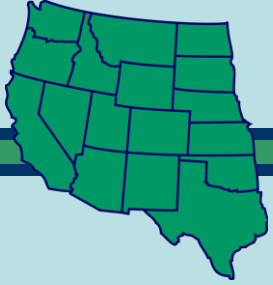
Geospatial Tools on the Web



Beginning of Rangelands West

- Recognition that:
 - could not cover all issues related to understanding and management of rangelands
 - rangelands don't stop at political boundaries
- Idea:
 - invite other Western land-grant universities to join in the effort and move from an Arizona focus to a Western regional emphasis



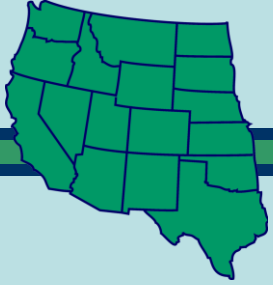


Involve Stakeholders



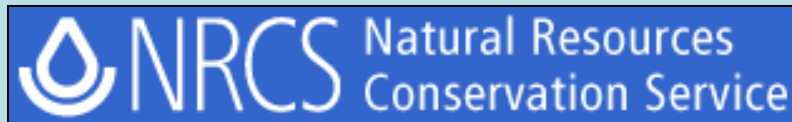
- UA Libraries and College of Ag administrators
- Administrators attending the Land Grant Colleges of Agriculture Western Regional Joint Summer Meeting
- Western Council for Agricultural Research, Extension, and Teaching (WCARET)

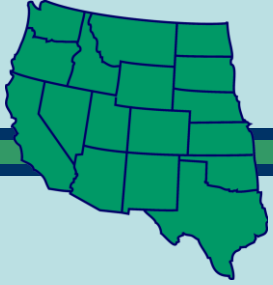




Western Rangelands Partnership

- March 2002 meeting in Tucson
- 12 states sent representatives including both librarians and range specialists in keeping with the collaborative, multi-disciplinary model begun at the UA
- Representatives also from SRM, AgNIC, and NRCS





Purpose of First Meeting

- To explore the possibility of forming a loosely structured consortium, similar to the AgNIC model, to provide access to evaluated rangelands information, resources, and learning and decision-making tools:
 - through state-specific websites (e.g., Montana Rangelands, Kansas Rangelands, and California Rangelands etc.)
 - with an umbrella Western rangelands gateway to link all together (first called *Rangelands of the Western U.S.* and now called *Rangelands West*).

****The meeting resulted in a unanimous decision to pursue this common agenda/vision.**



Rangelands West Portal

Rangelands West - Windows Internet Explorer

http://rangelandswest.org/

Rangelands West

Home About Search Wizard Browse

Rangelands are vast landscapes that cover more than half of western North America. This website provides information and tools to care for these extensive and diverse lands.

- **BROWSE** the major topics identified below
- **EXPLORE** the customized links to educational modules and hot topics
- **CLICK ON THE MAP** to go directly to state-specific web sites

A **search capability** is also available. Try it out and use the [feedback form](#) to give us your suggestions.

Browse by Topic

- [Rangelands and How They Work](#)
- [Plants and Animals](#)
- [Soils and Water](#)
- [Climate, Drought, and Fire](#)
- [Grazing, Recreation, Wildlife and Other Uses](#)
- [Vegetation Management and Restoration](#)
- [Inventory, Monitoring, and Assessment](#)
- [Rural Communities and Ranch Economics](#)
- [Planning and Collaboration](#)
- [Training, Teaching, Education and Careers](#)

PLEASE NOTE: The website is experiencing technical difficulties that may result in slowness, some pages appearing blank, or error messages ("HTTP Status 500"). We are working to resolve this situation. If you experience difficulties, please [contact us](#) ([needs link](#)) and explain the nature of your problem. We will help!

You can find the [old Rangelands West site](#) here: <http://rangelandswest.arid.arizona.edu>

1456 records as of 2/28/2008



Other Resources

What Are Rangelands?
[Hot Topics on Rangelands](#)
[Agencies and Professional Societies](#)
[Journal of Range Management](#)
[Rangelands \(journal\)](#)
[Contact Us](#)

Search Site

Search
[Advanced Search](#)

Partner Sites

Learn about Rangelands

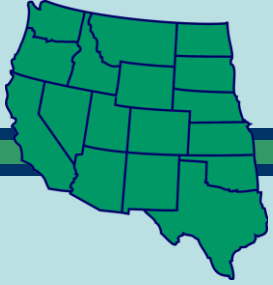
The National Learning Center for Private Forest and Range Landowners provides self-paced, online learning modules on a number of topics relevant to rangelands.

Home page
<http://forestandrange.org>

Learning Modules
[Using Livestock Behavior to Improve Landscapes, Productivity and Profitability](#)
[Livestock and Wildlife Interactions](#)
[Rangeland Monitoring in Western Uplands](#)
[Riparian Area and Grazing Management](#)

Coming in 2008!
Western Rangeland Weeds
Managing Rangelands Before, During, and After Drought
Watershed Function and Water Conservation for Range Management

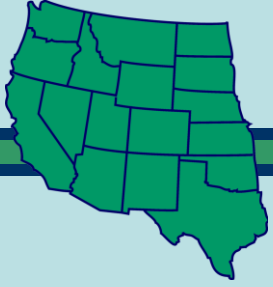
Now 19 Western Land-Grant Universities in a Win-Win Collaboration



Planning for Sustainability

- Western Extension & Research Administration Committee (WERA) status (2004)
 - legitimizes Rangelands West work and travel as officially sanctioned AES activities
- 2006: governance structure was drafted and voted on by the members of the Rangelands West partnership

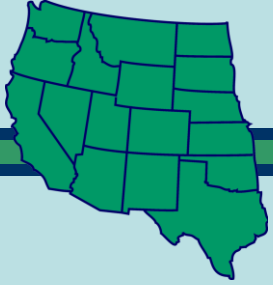




Governance Structure

- **Levels of membership:** Core and Affiliate
- **Elected Officers:** three-year commitment coming in as Secretary, then moving into the Vice Chair, and Chair positions respectively and, if possible, alternates between librarians and range specialists to maintain the cross-disciplinary collaborative model
- **Committees and Task Forces:** Includes Steering Committee, Outreach, Technical, Annual Meeting Planning, Evaluation & Assessment, and Content Working Groups

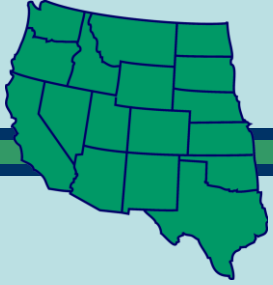




Partners Survey

- Please identify your affiliation:
__ Academic department __ Cooperative Extension __ Library __ Other
- If applicable, please characterize the extent of any internal/local campus collaboration in the development and operation of your state's Rangeland West Web site:
__ None __ Some __ Moderate __ Considerable
- What do you see as the primary benefits and challenges of working collaboratively with your campus Rangelands West partners?
- What do you see as the primary benefits and challenges of working collaboratively with other states in the Rangelands West partnership?
- Do you have any other comments or observations about the Rangelands West collaboration?





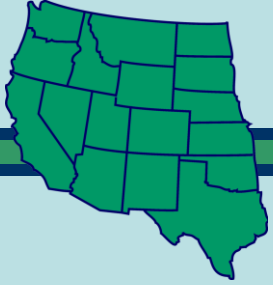
Survey Results



Collaboration at campus level:

- Most respondents indicated only “some” (or fairly low) level of collaboration at the campus level in development of their state site.
- Only one institution showed “considerable” (high) level of collaboration from all partners (both extension/academic and librarian).
- Common areas of collaboration mentioned:
 - web site design, functionality and content
 - shared support from both library and college administrations



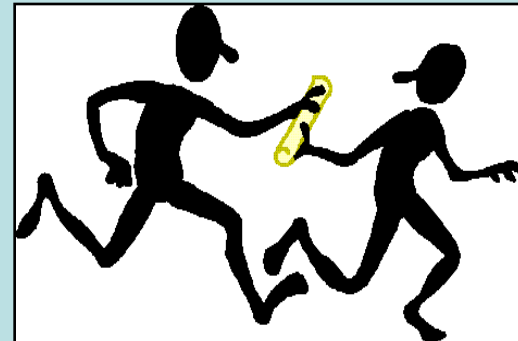


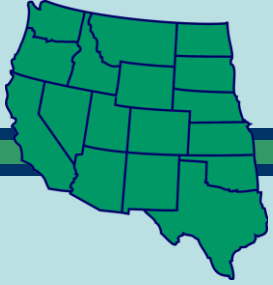
Survey Results



Benefits at campus level:

- Different but complementary skills, knowledge, expertise, and points of view that the extension, academic, and librarian partners bring to the initiative
- Networking, relationship building, and a sense of community



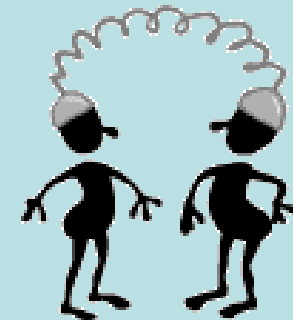


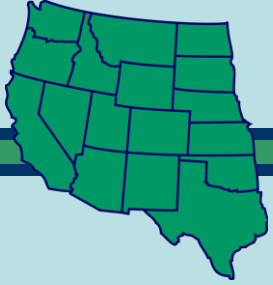
Survey Results



Challenges at campus level:

- Scarce time and heavy workload
- Constrained funding resources
- Communication and decision-making challenges
- Technical programming/"IT" support





Survey Results



Regional collaboration benefits:

- Networking
- Shared resources for rangelands info
- Fun; sense of community and shared purpose
- “Sum is greater than the parts”



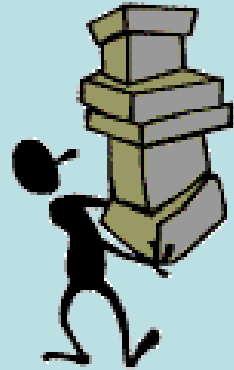


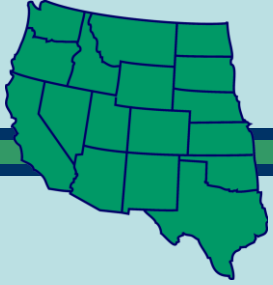
Survey Results



Regional collaboration challenges:

- Communication
- Heavy workloads and competing priorities
- Funding / financial support
- Technical issues with regional web site

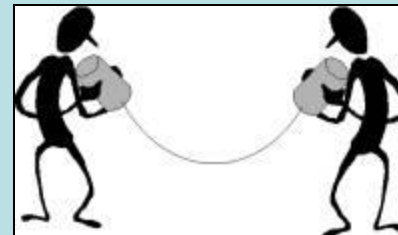


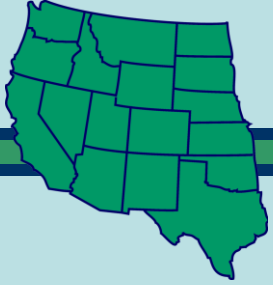


Lessons Learned



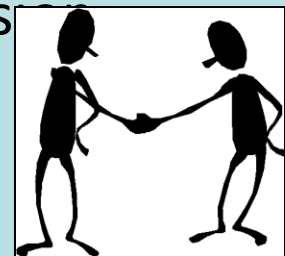
- Librarians and extension personnel have missions and professional *cultures that focus on outreach and collaborations*, therefore both AgNIC and Rangelands West have a solid foundation for the future as long as time, energy and resources can be sustained. (common mission)
- Even with *extensive voluntary commitment* and buy-in that might be considered features of integrative collaborations, there is still a need for ongoing high level support and considerable institutional resources to sustain the collaboration over time. (shared vision)
- It is *critical to keep partners engaged* through effective and consistent communication, and to maintain a shared sense of purpose. (organizational structure)





Conclusion

- Progress is not always linear or one-directional & all partners do not operate at same level of collaboration.
- Collaborative organizations and partnerships naturally move back and forth between stages and modes of working together, although hopefully finding a gradual tendency toward the “higher” end of the continuum and true integrative collaboration.
- Rangelands West is still largely dependent on one institution, but that is slowly changing; Steering Committee is working to build a stronger collaboration to achieve its mission
 - Pursue external funding & institutional commitments
 - Improve communication & sharing among partners
 - More actively engage more partners



Meet the Western Rangelands Partnership



Questions / Comments?

Jeanne Pfander, University of Arizona Libraries

pfanderj@u.library.arizona.edu

Barbara Hutchinson, University of Arizona
College of Agriculture and Life Sciences

barbarah@ag.arizona.edu

